

~~CONFIDENTIAL~~

15 February 1956

MEMORANDUM FOR: Chief, Basic School

SUBJECT: Week of 7-14 February 1956

1. Basic Supervision. More than 18 students have been nominated for Basic Supervision #16, the extra presentation commencing 5 March. In order to be fair to FI/RI, and to keep the peace, [ ] has suggested to the Registrar's office that they find two slots for FI/RI students. The slots will probably be obtained by reducing the OTR nominations from 4 to 2. This tactic, robbing Peter to pay Paul, we are forced to adopt because of the high demand and limited facilities for the course. We especially regret having to drop two OTR students at a time when OTR interest in the course seems to be picking up.

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2. Basic Supervision and Basic Management. On 14 February, [ ] and [ ] attended the monthly meeting of the Training Officers Conference. The presentation, "How Organizational Climate Affects Training," was given by Dr. James Mosel, Professor of Psychology, George Washington University.

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Some of Dr. Mosel's remarks were of particular significance to the Management Training Branch. He stressed the point that students could be motivated to learn with comparative ease but that it was much more difficult to motivate the student to use his learning. As a means of "gluing in the training" he suggested that each student be required to state what he intended to do upon his return to his office. The student is thus committed to a course of action before the instructor and before his fellow students and is much less likely to be dissuaded from his plans by pressures ("informal incentives") from superiors, co-workers, and subordinates.

This is the first confirmation we have received from the standpoint of educational psychology for our practice in Basic Management and Basic Supervision of requiring each student to outline the steps he intends to take to improve management in his office. In the light of Dr. Mosel's remarks, we are considering whether our "gluing in" may warrant more emphasis and time.

3. Personnel. All Management Training instructors plan to attend selected sessions of the annual meeting, American Society for Public Administration, which will be held in Washington at the Statler about the middle of March.

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Chief, Management Training